

SAN DIEGO COUNTY PROBATION DEPARTMENT

FY 2007-2008

ANNUAL REPORT

HOLDING OFFENDERS ACCOUNTABLE

PROTECTING COMMUNITY SAFETY

REDUCING CRIME

REHABILITATING OFFENDERS

ASSISTING VICTIMS



CHIEF'S LETTER

This year's Annual Report reflects our commitment to serving the citizens of San Diego County. After the Board of Supervisors appointed me Chief Probation Officer in December 2007, I met with the Department leadership team and together we re-defined the Department's mission and crafted a vision statement which we believe communicates our intended contribution to the community of San Diego County.

Our mission is to "Protect community safety, reduce crime and assist victims, through offender accountability and rehabilitation." Our vision is, "Enhancing the quality of life for San Diego County residents by creating safer communities." We believe that as we accomplish our mission, we come closer to our vision.

We also developed specific goals for the Department and updated the five year strategic plan, guiding principles, and strategic initiatives. This report communicates some of the outcomes of those goals and initiatives.

On the following pages you will read of our efforts to protect community safety through the efforts of our special operations units, which are suppressing gang activity, clearing warrants, and providing intensive supervision on felony drunk drivers. You will see how our informal supervision program is keeping juveniles out of the justice system, how the Breaking Cycles Program is serving our goal of rehabilitation by helping youth get connected with community services and successfully complete probation, and how our Truancy Supervision Program is increasing school attendance and achievement.

Serving our goals of reducing crime through accountability and rehabilitation, we are helping offenders receive mental health treatment, training incarcerated young adults to obtain employment, and assisting judges make appropriate sentencing decisions. To the aim of assisting victims, we have been helping victims receive restitution, provided them with referrals to services, and memorialized victim impact statements in more than **13,000** pre-sentence and social study reports.

Our institutions have contributed to protecting community safety by facilitating the rehabilitation of youth through the Work Readiness Program and offering ROTC classes to become firefighters and food service workers while at Camp Barrett. The Kearny Mesa Juvenile Detention Facility contributes to offender rehabilitation through the Students Taking Academic Responsibility (STAR) Program, which is helping youth receive their G.E.D. and begin taking on-line college courses inside the institution, giving them a head start on future success. More than **50** students received their G.E.D.'s this year.

Our vision for the future includes implementing a risk-based supervision model using the latest tools and technology to improve service delivery and ensure community safety. As of the printing of this report, we are in the middle of reorganizing Adult Field Services and Juvenile Field Services to increase the number of level one officers and reduce case load sizes. Our goal for Institutional Services is to provide more re-entry services and alternatives to incarceration.

I cannot conclude without giving enormous credit to our dedicated and committed staff along with our community and law enforcement partners. Together we provide services to the **19,000** adults and **5,000** juveniles we supervise on any given day. If you have further questions about our programs and services, please visit our web site at www.sdcounty.ca.gov/probation.



ADMIN SERVICES



Mack Jenkins
Chief



John Hensley
Assistant Chief



Osee Rull
Manager
Mgmt Services



Natalie Pearl, Ph.D.
Director
Research



Derryl Acosta
Public Affairs

JUVENILE FIELD SERVICES



Pamela Martinez
Deputy Chief



Kim Broderick
Director
Partnerships



Michael Adkins
Director
Intake & Invest.



Kim Allen
Director
Supervision



Mechelle DeFrait
Director
Special Ops



Margie DeLeon
Director
Breaking Cycles

ADULT FIELD SERVICES



Vacant
Deputy Chief



Lisa Donohoo
Director
Ohio Street



Ken Worthington
Director
Hall of Justice



Stacy Adams
Director
El Cajon



Vacant
Director
Vista

INSTITUTIONAL SERVICES



Ann Sasaki-Madigan
Deputy Chief



Yvette Klepin
Director
Kearny Mesa JDF



Craig Stover
Director
East Mesa JDF

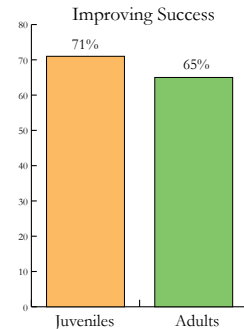


Jim Seal
Director
Camp Barrett



Dan DeLeon
Director
Juvenile Ranch

Probation officers supervise approximately **19,000** adults and **5,000** juveniles in the community. The type and intensity of supervision is dictated by the needs of the offender and the risks that they pose to the community. We measure success by examining the percent of offenders who do not commit a new law violation while they are under our supervision. During the past year, **65%** of adult probationers and **71%** of juvenile probationers completed their probation term without any new crime convictions.



KEEPING YOUTH OUT OF THE SYSTEM

Low-risk youth can often be kept out of the formal criminal justice system by providing them with informal supervision. This program had significant success as **88%** of the juvenile offenders who successfully completed informal supervision did not re-offend within a year.

IMPROVING BEHAVIOR

The Community Assessment/Working to Insure and Nurture Girls Success (CA/WINGS) teams provide strength-based family assessment, prevention, and intervention services for youth at risk of entering or continuing in the juvenile justice system and their families throughout San Diego County. The five CA/WINGS teams received approximately **8,000** referrals and only one percent committed a criminal act while in the program. After participation the clients had significantly improved protective risk and resiliency scores and parents/guardians reported marked improvement in school performance, communication with family members and the ability to solve problems.

BREAKING THE CYCLE OF CRIME

Breaking Cycles (BC) is a program for youth ages 12 to 18 that provides a seamless continuum of services, including graduated sanctions. BC clients are more likely to complete probation successfully compared to non BC clients (**82% versus 70%**). They are also less likely to be arrested, have a probation referral, have a sustained petition for a new charge, or receive an institutional commitment for longer than 90 days. These clients had more protective factors and fewer risk factors with higher resiliency scores at program exit.

INCREASING SCHOOL ATTENDANCE

Probation officers provide intensive supervision and case management services for wards of the court referred for truancy. The Truancy Supervision Program served more than **500** juveniles. After participating in the program, about **75%** of the wards were at or above grade level and four out of five did not have a suspension from school. The average GPA increased from failing to a passing grade. School attendance improved with students attending an average of **80%** of possible school days at exit compared to only **60%** at intake.



HOLDING OFFENDERS ACCOUNTABLE

Offender Link is a web-based phone monitoring program that increases offender accountability and officer efficiency. Program participants are required to call in each month to report their status and confirm probation compliance. The information is recorded and relayed to a probation officer who responds accordingly. Officers enrolled **491** probationers in the Offender Link program by the end of the fiscal year saving transportation costs and allowing officers to focus on non-compliant offenders.

MAKING OUR STREETS SAFER

Officers conducted **13,521** searches of probationers' person, property, and home to ensure they were not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other items that threaten community safety.

SUPPRESSING GANG ACTIVITY

Probation officers supervise **434** adult gang members and **360** juvenile gang members throughout the county. Officers perform intensive, intrusive supervision and case management that includes 4th waiver searches, curfew checks, drug testing, and face-to-face contacts with clients at school, community programs, employment, and residences.



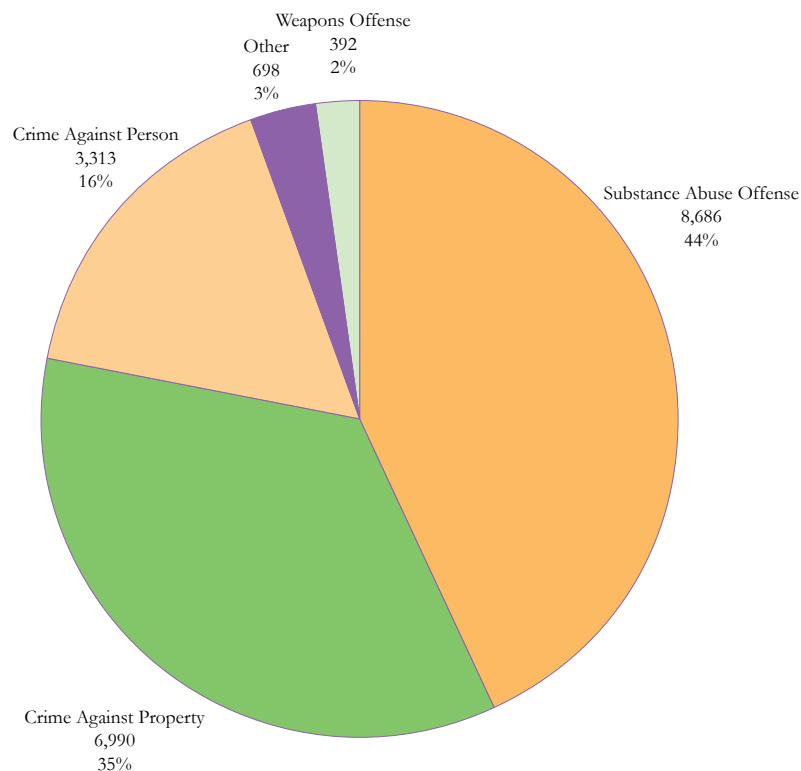
CLEARING WARRANTS

The Warrant Unit keeps the community safe by reducing the number of individuals on the street who have active probation warrants. Using computer records, surveillance operations, collateral contacts, and law enforcement information sharing, the unit cleared **286** warrants. The unit also collaborates with other law enforcement agencies to extradite probationers from across the country.

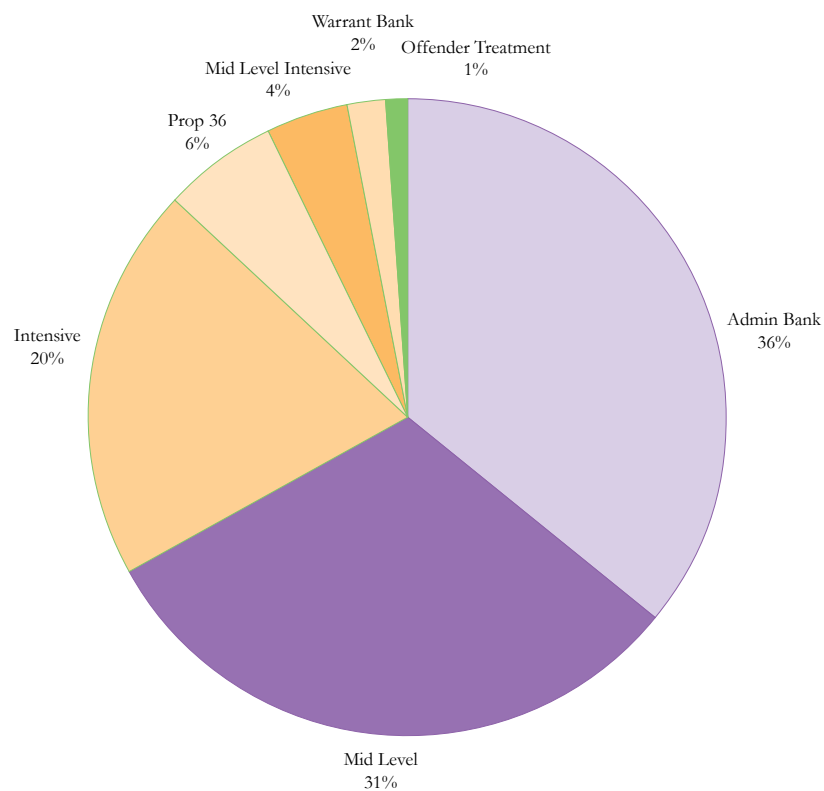
REDUCING DRUNK DRIVING

The DUI Intensive Supervision Program (DISP) targets high-risk drunk drivers and offenders whose offenses involve the use of alcohol/drugs and result in great bodily injury. With an emphasis on field work, DISP officers collaborate with DUI treatment programs and participate in law enforcement check points to increase compliance with court ordered treatment requirements and conditions of probation. DISP officers conduct random home visits and conduct on the spot alcohol and drug testing. The focus of this program is community safety, victim reparations and offender rehabilitation. The DUI Unit completed **9,053** drug/alcohol tests; **1,106** property searches; and made **79** arrests for probation violations. The unit conducted **57** special operations with local law enforcement agencies including **27** DUI checkpoints. Only **16** probationers out of the **646** supervised received a new DUI while under supervision (2.48%).

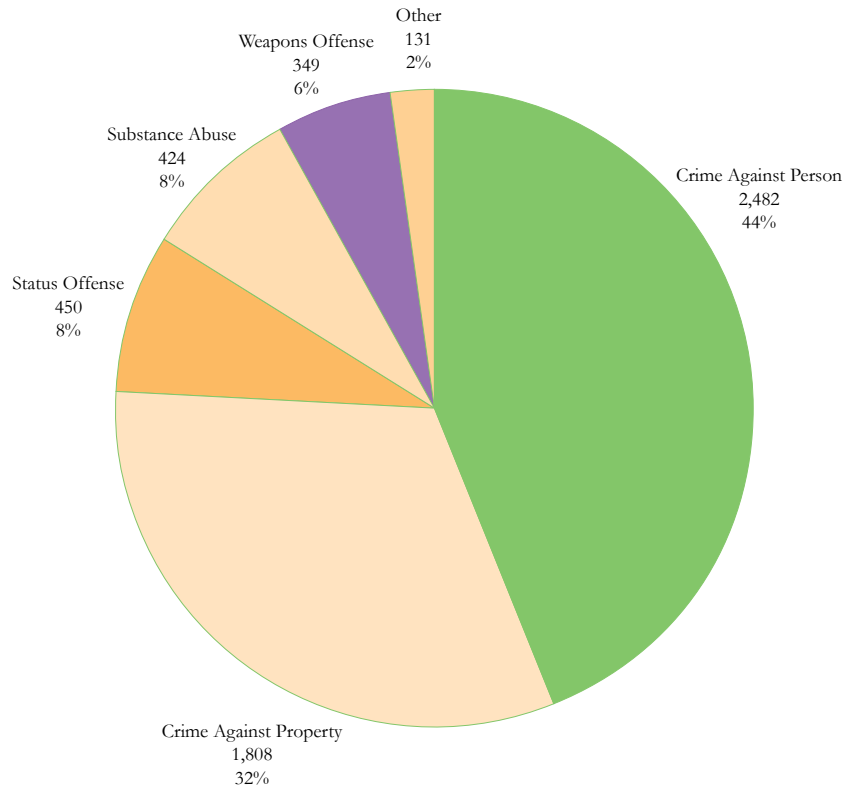
ADULT PROBATIONER'S MOST SERIOUS OFFENSE



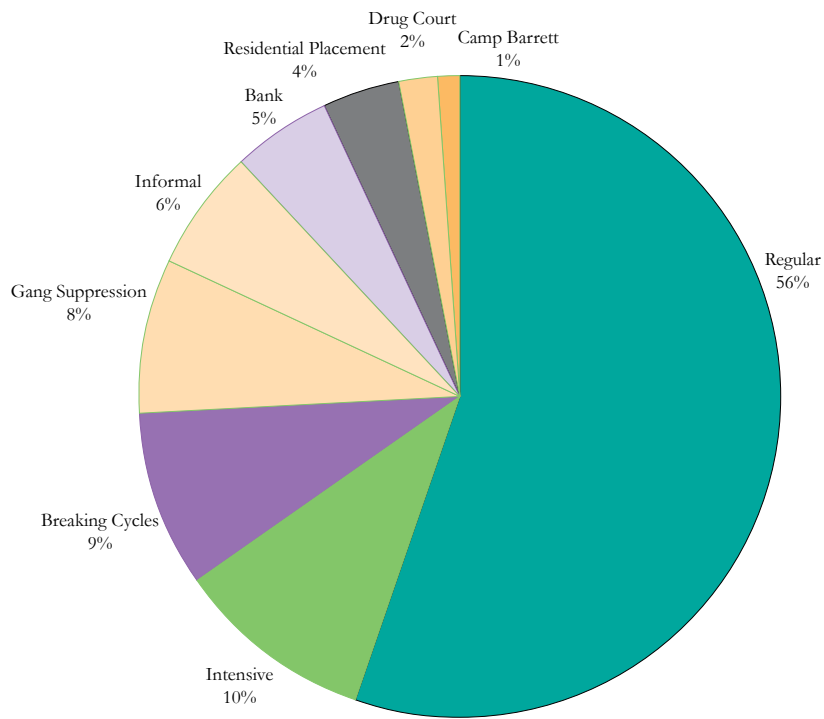
HOW ADULTS ARE SUPERVISED



JUVENILE PROBATIONER'S MOST SERIOUS OFFENSE



HOW JUVENILES ARE SUPERVISED



Research has shown that the most effective way to reduce criminal offending over the long term is to address and improve the underlying causes of crime. By increasing offender competency in the areas of substance abuse, housing, employment, criminal thinking and negative peer association we are meeting our goal of keeping the community safe. The programs highlighted on this page are designed to meet the needs of specialized groups of probationers and are based on practices that have been shown through research to impact criminal behavior.

REHABILITATING OFFENDERS

The Youthful Offender Program (YOP) is an intensive supervision program that targets high-risk youthful offenders 18-25 years old. YOP collaborates with community-based organizations to achieve sobriety and full-time employment/schooling while addressing other important criminogenic factors such as criminal thinking and negative peer association.

Within 90 days of case assignment, **97%** of the participants were housed in stable residences and **52%** were employed. After three months of program participation, **80%** did not test positive for illegal substances. After six months of intensive supervision, **76%** of program participants had lower risk scores.



REDUCING DRUG USE

The Juvenile Drug Court program is part of the continuum of services for wards with substance abuse issues. Juveniles who have been repeatedly non-compliant in drug treatment and need increased monitoring and supervision while living in the community are ordered to this program. The program goal is to help youth eliminate dependency/addiction and achieve sobriety through day treatment. Only **29%** of the program participants tested positive for drugs, down from **60%** who had a positive test at program entry. In addition, **100%** of the clients showed significant positive changes in protective factors within the individual domain and **98%** in the education domain.

ADDRESSING MENTAL HEALTH ISSUES

The Reflections Program provides day treatment services for youth in need of intensive counseling, education, mental health, and family therapy. All participating youth have an Axis I Diagnosis. The program reduced recidivism for graduates by **75%**, reduced out of home placement by **61.3%**, and reduced substance abuse by **71.8%**.

The Multi-Systemic Therapy (MST) program is a collaborative effort with the San Diego Unified School District and provides services to youth who have serious behavior problems. MST provides in-home services that focuses on empowering parents to modify the youth's behavior and improve family functioning. At the completion of the program, parents reported their child demonstrated more self control and was more cooperative. Youth expressed a higher level of empathy, improved family relations, and increased school behavior.

Probation has the responsibility to notify victims of their constitutional rights in all cases that are referred to them by the Court. Probation staff contacts the victim of a crime and ensures that his or her views on sentencing and requests for restitution are included in the probation report. Staff advises victims of services that are available to them and makes referrals to various crime victim programs. If the offender is sentenced to the California Department of Corrections, staff advises the victim on restitution collection and how to request special conditions of parole after the offender is released from custody.

ASSISTING THE COURTS

Probation investigations staff help the court collect pertinent information, which includes the facts of the case, and a convicted criminal's behavior, history, assets, and mitigating and aggravating circumstances. Staff also communicates with the victim to provide referral services and document how the victim was harmed through the offense. An investigations officer presents these facts in a "pre-sentence report" with sentencing recommendations based on case law to assist the judge in making his/her sentencing decision. These mandated functions work to secure community safety and ensure proper victim compensation.

Intake and investigations officers produced **10,045** adult felony pre-sentence reports and **3,698** juvenile social studies in the past fiscal year.



AIDING VICTIMS

If the offender is placed on formal probation, there will be a supervision probation officer assigned to the case. It is that officer's responsibility to monitor the offender's compliance with the specific conditions of probation. This would include the payment of restitution, and orders to stay away from the victim if ordered.

A victim can call the assigned probation officer and inquire regarding upcoming court hearings, compliance with court ordered restitution, and other conditions that were ordered by the Court.



The Victims Services Unit was successful in contacting **8,048 (100%)** adult victims and **4,415 (96%)** juvenile victims, informing them of their rights to restitution and a victim impact statement. The Collections Unit conducted financial evaluations on **3,640** offenders and the Office of Revenue and Recovery successfully collected **\$4.3 million** in restitution for crime victims during the year.



offering substance abuse treatment, job training, education, and pro-social behavior. Combined, the detention facilities house a maximum of 649 youth and the treatment facilities house a maximum of 352 youth.

The Department operates five, 24-hour institutions. Kearny Mesa and East Mesa Juvenile Detention Facilities house boys and girls while they are awaiting trial, placement in a treatment facility, a return to home, foster care, or as a short-term placement for violating their probation conditions. The Girl's Rehabilitation Facility houses up to 50 girls for an average of four months focusing on behavior modification and substance abuse treatment. Juvenile Ranch Facility and Camp Barrett are camp programs for boys

REDUCING ASSAULTS

During the past fiscal year, the Department focused on reducing unit populations and staff to detainee ratios. The East Mesa Juvenile Detention Facility instituted an incentive program for minors exhibiting positive behavior and monthly "town hall" meetings between the unit supervisor and detainees. All institutional staff received 24 hours of Safe Crisis Management training to learn new techniques to de-escalate crisis situations. As a result of these programs, detainee assaults on other detainees or staff were **reduced by 36%**.



GETTING YOUTH READY TO WORK

The Camp Barrett Work Readiness Program, a collaboration between Probation and the County Office of Education's Juvenile Court and Community Schools (COE), provides employment readiness training to wards. The youth learn how to structure their short and long term career goals, how to fill out a job application and write a resume. The young men in the program are taught to become aware of the resources that are available in the community and to increase their job interviewing skills. The



program also teaches the youth how to identify job prospects and provides tips on keeping a job after they have acquired one. There is also a transitional component that intertwines probation and COE services to assist participants in reintegration into the community.

Participants were given a pre and post test to gauge their job readiness. On a five point scale, participants **improved 60%** from the time they entered the program until the time they completed the program.

EXAMINING EFFECTIVE PROGRAMS

The Probation Evaluation, Assessment, and Cost Effectiveness (PEACE) study was conducted to examine the effectiveness of two local commitment facilities for male juvenile offenders in San Diego County: the Juvenile Ranch Facility (JRF) and Camp Barrett. Two of the major findings of the PEACE Study were:

- One year following release from Juvenile Ranch Facility, two in every five youth (**40%**) had no new arrests, three in five (**60%**) had no sustained petitions for a new offense, and of those who were re-arrested, **82%** were arrested for charges less severe than in the past.
- Camp Barrett is more cost-effective than detaining youth at the state level. Specifically, state-run facilities would have to be one and a half to three times more effective than Camp Barrett to receive the same rate of return on taxpayer's investments.

REDUCING SUBSTANCE ABUSE

The McAllister Institute, under contract to Probation, is currently providing a substance abuse program at Camp Barrett. The program provides substance abuse education to male wards between the ages of 16 and 19. The program goals include helping the youth understand what it means to be addicted and how to overcome their addictions. The program also helps them understand what relapse is, how to notice the warning signs of relapse, and how to handle those signs. From entry to completion, program participants had a **25.4% increase** in knowledge about the dangers of substance abuse and how to prevent future abuse.

PROVIDING REENTRY SERVICES

The Youthful Offender Re-entry Program is the in-custody component of the Youthful Offender Program. Up to 25 male inmates detained at the Descanso Detention Facility receive services aimed at improving their chances for success upon release. While in custody the inmate receives educational and vocational training, substance abuse treatment, and counseling. The inmate is transitioned into the Youthful Offender Program upon release to continue the life plan.

IMPROVING SCHOOL ACHIEVEMENT

In collaboration with the San Diego County Office of Education, probation staff developed the Students Taking Academic Responsibility (STAR) program for youth in jeopardy of not graduating from high school. The program requires minors to commit to a disciplined behavioral contract and complete 21 days of rigorous testing and preparation for the GED exam. Upon completing the 21 days, the students take the exam. Of the **33** minors to complete the STAR Program, each had passed the exam, earning their GED. Additionally, each student was enrolled to attend a community college upon release from custody.

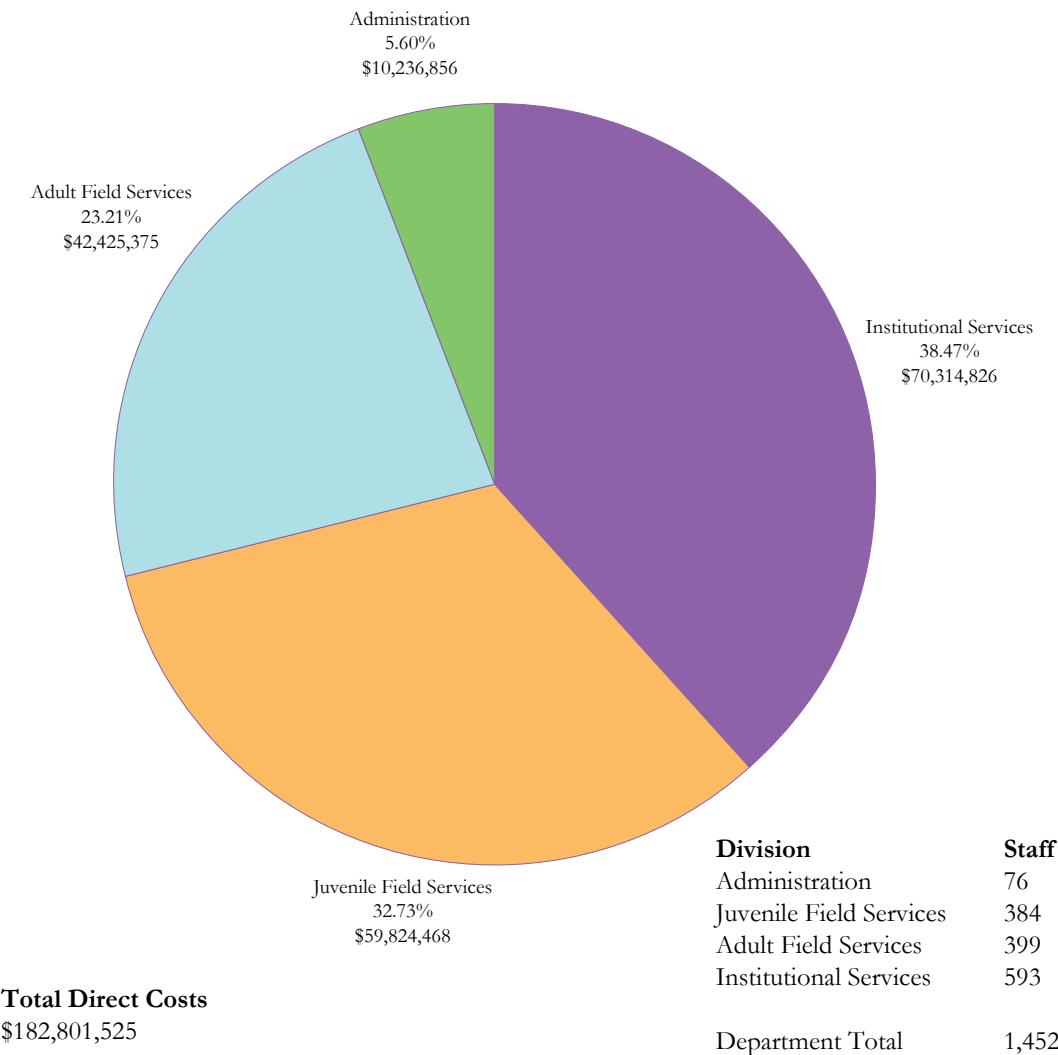


Management Services coordinates the functions of the Fiscal and Accounting units, the Contract and Procurement Unit, Human Resources, Facilities Management, and Information Technology (IT) Development and Infrastructure.

MAINTAINING FISCAL STABILITY

In Fiscal Year 2007-2008, the Fiscal and Accounting units developed and managed a **\$174 million** budget and provided appropriate oversight and audits to ensure accountability and transparency. The Contract and Procurement Unit manages over **130** revenue and expenditure contracts and agreements for adult and juvenile services with community-based organizations, school districts and other government agencies and processed over **\$14.5 million** in invoices for goods and services. IT manages and coordinates services, equipment, and accounts; interprets the County technology contract; ensures customer service is adequately provided through direct communication with customers and vendors; and coordinates tests and evaluations of products for implementation and addition to County approved equipment and licenses catalog.

FY 2008-09 Budget

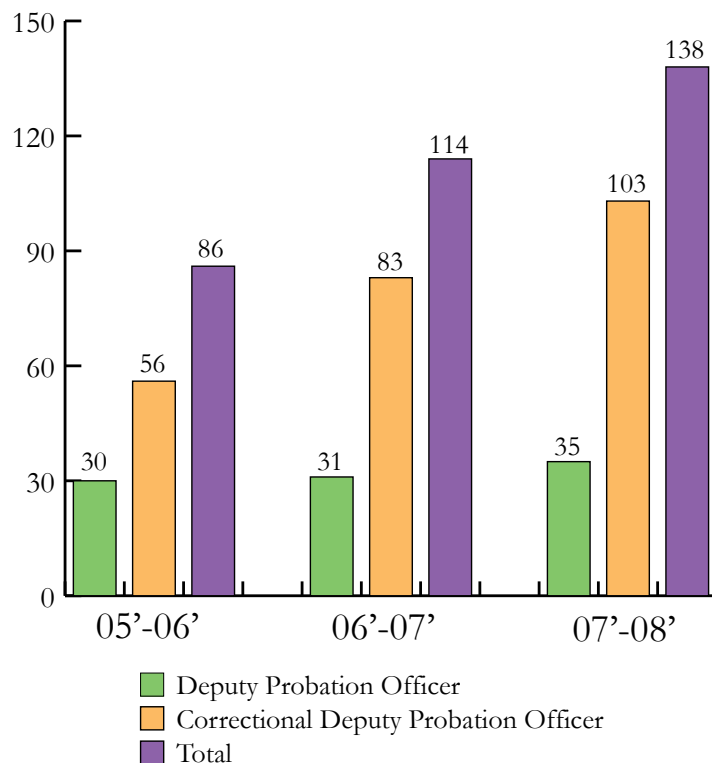


The Human Resources division is responsible for the recruitment, hiring, and retention of qualified sworn and non-sworn staff and serves in an advisory role to management and non-management staff.

PROMOTING A DIVERSE WORKFORCE

In 2005, Human Resources expanded its recruitment efforts to reduce vacancies by increasing the quantity and quality of applicants. Recruiters targeted colleges throughout California and Arizona and began an ambitious program to encourage local high school students to consider a career in probation. The outreach efforts resulted in a **60% increase** in new officer hires as compared to the first year of the program.

2005-2008 New Officer Hires



The Background Investigation Unit is responsible for performing background investigations for all staff serving the Probation Department. This includes sworn peace officers, support staff, volunteers and contract staff. The Internal Affairs Unit investigates citizen's complaints and allegations of misconduct.

The Training and Development Unit provides training to approximately **1,100** sworn peace officers, who receive a minimum of **40 hours** of training per year. For FY 07-08, staff completed **73,297 hours** of training. Trainings includes the use of firearms, non-lethal force, de-escalation techniques, and search and seizure.

The San Diego County Probation Department recognizes the important contributions made by volunteers. We offer responsible citizens the opportunity to volunteer for a variety of important assignments throughout San Diego County in two major volunteer programs: Volunteers In Probation and Reserve Deputy Probation Officer Program.

The Department collaborates with a multitude of stakeholders performing a wide range of services to enhance the quality of life for San Diego County residents.

COLLABORATING WITH LAW ENFORCEMENT

The Department participated in **204 multi-agency operations** with local police departments, Sheriff's Department, Highway Patrol, U.S. Marshall, F.B.I., District Attorney's Office, State Parole, Homeland Security, Immigration and Customs Enforcement, Center for Disease Control, Metro Transit Authority, U.S. Navy, U.S. Marines, U.S. Coast Guard, National Guard, U.S. Department of Justice, Border Patrol, and Drug Enforcement Agency.

PARTNERING WITH THE COMMUNITY

Cajon Valley School District
 Children's Initiative
 Correctional Alternatives, Inc.
 County Office of Education
 Escondido Union School District
 Grossmont Union School District
 La Mesa/Spring Valley School District
 McCallister Institute
 Mental Health Systems, Inc.
 National Conflict Resolution Center
 North County Lifeline, Inc.
 Phoenix House of San Diego
 Poway Unified School District
 San Diego Association of Governments
 San Diego State University Research Foundation
 San Diego Unified School District
 San Diego Youth and Community Services
 Social Advocates for Youth
 South Bay Community Services
 Spectrum
 STAR/PAL
 University of California, San Diego
 Vista Hill
 Volunteers In Probation, Inc.

SERVING ON GANG COMMISSIONS

The San Diego County Probation Department is actively involved in supporting the San Diego Gang Commission and North County Gang Commission through data sharing, analysis, consultation, and resource development.

REDUCING DISPROPORTIONATE INVOLVEMENT

The Department is working with key stakeholders to reduce disproportionate minority contact in San Diego County through analysis, education, and training. The Corrections Standards Authority provided a **\$154,800** grant for the project.

NATIONAL ASSOCIATION OF COUNTIES ACHIEVEMENT AWARDS 2008

National awards recognizing unique and innovative county programs.

Camp Barrett Work Readiness Program
Prison Reentry Program
Performance Based Contracting

MERITORIOUS AWARD OF HONOR

Awarded to Department members who demonstrate exceptional acts of bravery, life-saving/ life-protecting procedures, or other acts of heroism that are above and beyond the normal acts of being a good citizen, while on or off duty.

Colin Hydorn
Robert Langmaid

Ernie Susi
Arturo Mejia

DISTINGUISHED SERVICE

Awarded to Department members who have demonstrated exceptional achievement in assigned duties with loyalty and dedication over a period of at least two years. This award may also be given to Department members who have performed a remarkable deed for the Department regardless of length of service.

Barry Calabrese
Jennie Rathbun
Michael Bohy
Arturo Mejia
Craig Stover
Ernesto Galindo
Stacey Kuhns
Philip Orara
Denise Gentle
Michelle Thomas

Jason Druxman
Rosalie Taylor
Arthur Jacoby
Wendy Ratner
Shelley Gershman
Daniel Roberts
Ruth Clevenger
Al Provencio
Richard Westmoreland

CERTIFICATE OF MERIT

Awarded to Department members, non-Department members, and Department units, who perform outstanding acts of service, which assist the Department in fulfilling its objectives.

Amber Harrison
Joseph Stone
Manuel Oquendo
YORP Program
Breaking Cycles Community Units

Chrystal Sweet
Pamela Clamser
Nisha Modica
Brett Uddenberg
Teen Watch Officers

VOLUNTEER OF THE YEAR

Awarded to a department volunteer who renders exemplary service throughout the year

Poppy Walker

CONTACT INFORMATION

Probation Administration.....	858-514-3148
North County Office.....	760-806-2313
East County Regional Center.....	619-441-4455
South County Office.....	619-498-2111
Starling Drive Office.....	858-492-2300
Ohio Street Office.....	619-574-5500
Hall of Justice.....	619-515-8202
Work Project.....	858-560-3258
Juvenile Probation Center.....	858-694-4600
Kearny Mesa Juvenile Detention Facility.....	858-694-4500
East Mesa Juvenile Detention Facility.....	619-671-4400
Girls Rehabilitation Facility.....	858-694-4510
Juvenile Ranch Facility.....	619-401-3500
Camp Barrett.....	619-401-4900
Youth Day Center North.....	760-752-1842
Youth Day Center Central.....	619-266-6060
Reflections North.....	760-752-1842
Reflections Central.....	619-667-6891

WEBSITE

www.sdcounty.ca.gov/probation

COUNTY OF SAN DIEGO BOARD OF SUPERVISORS

Greg Cox, District 1
Dianne Jacob, District 2
Pam Slater-Price, District 3
Ron Roberts, District 4
Bill Horn, District 5

CHIEF ADMINISTRATIVE OFFICER

Walter F. Ekard

CHIEF PROBATION OFFICER

Mack Jenkins

